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OFFICE OF TRAINING

HISTORY

2 JANUARY 1951 TO 1 JUNE 1952

	<u>Page</u>
I. ORIGIN	1
II. BACKGROUND	3
III. THE AGENCY TRAINING PROBLEM	6
IV. O/TR TRAINING ACCOMPLISHMENTS	11
1. General Statement	11
2. Covert Training	12
3. Career Service Program	13
4. Professional Training Programs	14
5. Area Programs (Including Language)	20
6. Service Schools	27
7. Basic Military Training	28
8. International Labor Relations Seminar	29
9. Administrative Training	30
10. General Training	32
11. Clerical Training	40
12. Development of Training Aids	40
13. Briefings of Outgoing Service Attaches	41
V. ESTIMATE OF RESULTS	42

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OFFICE OF TRAINING SECTION OF THE CIA HISTORY

I. ORIGIN

1. The Office of Training (O/TR) was established on 2 January 1951.

Its basic mission was to formulate and meet the total training requirements of the Agency and to develop the policies and plans necessary to the establishment of a career service within the Agency.

2. Prior to 2 January 1951 there were no Agency-wide training facilities. The only formal training within the Agency lay within the covert field and was designed to meet the particular requirements of O/SO and O/PC.

3. On 20 June 1949 the Director of Central Intelligence was authorized by Public Law 110 to provide and pay for the training of Agency personnel in non-CIA governmental and private institutions at home and abroad. The use of this authority was limited initially to meeting specialized requirements for language training where

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language competence was an essential prerequisite to a particular duty assignment.

4. With the establishment of the Office of Training, the training concept was broadened to include training for all categories of personnel within the Agency, for all activities, both covert and non-covert within the Agency, and the use of all facilities internal or external at home or abroad which might be required to meet the total training requirements for a career intelligence service within the Agency.

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II. BACKGROUND

1. During the first five years of its existence, the Agency was able to recruit a substantial number of individuals whose backgrounds included previous intelligence training and experience. Such training and experience had been obtained at staff and operational levels of the Armed Forces, the Department of State, the Office of Strategic Services and the teaching staffs of ranking colleges and universities.
2. During this period personnel of the Agency were directly productive in the processing of information and the publication of intelligence research reports and estimates, but intelligence doctrine and methods appropriate to the national levels had not yet been formulated and the production commitments of the Agency prevented any orderly or systematic orientation and training effort. All competent personnel were pressed into service in intelligence production. None were available or could be spared

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for any training except that which could be accomplished on the job and as part of the daily production effort.

3. Throughout this period, therefore, the formal training effort of the Agency was confined exclusively to training in support of Agency espionage and counter-espionage activities and some time later to its clandestine unconventional warfare operations.
4. [Toward the end of this period,] faced with steadily mounting requirements for additional personnel and finding shortages of those otherwise qualified who had previous intelligence training or experience, the Director established the Office of Training to remedy this new situation.
5. With the establishment of O/TR the concept of centralized training for the Agency was put into effect without in any way subverting the principle that training and operations, both in theory and in practice, are interdependent and mutually supporting. [Accordingly,] the Office of Training established a direct and continuous relationship with the operating Offices of the

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Agency by means of a system of training liaison officers.

Training liaison officers are appointed by the Assistant Direc-

tors and certain staff chiefs to assist their respective Offices *Tr -* *TLG -*

in formulating and transmitting training requirements to O/TR

and to assist O/TR in relating training operations closely to

the growing and changing needs of the operating Offices of the

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- 5 -

Approved For Release 2002/05/06 : CIA-RDP78-06365A000300050001-4

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III. THE AGENCY TRAINING PROBLEM

1. Intelligence activities require personnel from almost every field of the social, physical, natural and military sciences, and from certain technical and administrative fields. Additional training for personnel having basic qualifications is necessary for two reasons. First, there is inadequate academic preparation for most of the substantive jobs in intelligence, since American academic institutions have not in the past presented courses of instruction on a sufficiently broad cross-cultural base to provide a reservoir of competent area and language experts to meet the intelligence requirements of the government. Secondly, many of the skills, methods and techniques peculiar to the intelligence profession cannot and should not be taught outside the secure circle of the intelligence community.
2. The problem then is twofold. An intensification of training in intelligence "trade craft", not only for covert activities but also for non-covert activities, is required along with an

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intensification of training to provide knowledge in depth on a cross-cultural area and language basis. While American academic institutions are beginning to develop area and language study centers, these of themselves will not provide the expertise which intelligence duty requires. Expert knowledge requires living in an area, speaking and understanding its language, meeting the people indigenous to it and becoming saturated with its local customs, habits, psychology and trends of thought.

3. Meeting these requirements effectively presents a planning problem which is necessarily long range in character. The factor of "lead time" must be taken into consideration. The Agency must estimate in 1952 how many Near Eastern experts, for example, it will require in 1955 and it must, in 1952, begin preparation for their training so that in 1955 it will have a sufficient number of such personnel who not only are trained in intelligence "trade craft", covert or non-covert, but also are trained in all aspects of their area.

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4. The personnel involved in terms of training requirements include new recruits as well as old hands. From an intelligence standpoint, most newly recruited personnel are laymen. They may be professionals in one of the sciences or in a technical or administrative field but they cannot be considered professionals in an intelligence sense. The professional economist, for example, becomes useful to the Agency only as he employs and applies his specialized knowledge primarily as a professional intelligence officer and only secondarily as a professional economist. Similarly, a technician, a personnel officer, or a supply officer, regardless of previously developed excellence in his field, must become competent in the field of intelligence as it relates to his specific responsibilities so that he may provide effective support to Agency activities.
5. Agency personnel who are old hands require training to assist them to perform their present jobs more effectively by increasing their knowledge in their field, by providing them with new skills,

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techniques and methods of performance, by improving their ability to plan their work and to direct and supervise others in it, and by increasing their understanding of the relationship of their jobs to those of collateral and higher echelons of the Agency. Training is also required to prepare them to undertake jobs of increasingly greater responsibility, commensurate with their capacity to grow, by broadening their understanding of the mission and objectives of the Agency as a whole, how these are accomplished, and by developing their planning, managerial, and supervisory skills.

6. To meet these training requirements, it is necessary to develop a series of training programs flexible in their application to the individual and in the use of a wide variety of training facilities, both within and without the Agency.
7. A further factor pertinent to intelligence training requirements is the character of national intelligence. Prior to World War II, United States strategic intelligence was primarily military and departmental in character. With the passage of the National

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Security Act of 1947, the role of strategic intelligence became national, and the intelligence effort was brought to bear at the highest level at which national policies are formulated and put into effect. However, there has not yet emerged, as between the producers and the consumers of intelligence, a clearly understood and mutually accepted body of doctrine and method for the production of national strategic intelligence. A training requirement then exists to create the intellectual environment in which intelligence producers and intelligence consumers together can construct national intelligence doctrine and method.

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IV. TRAINING ACCOMPLISHMENTS

1. General Statement

The first job of the Office of Training was to determine the nature of the training problem. The starting point was necessarily an identification of the nature of the training requirements which have been dealt with in the preceding section. Against these training requirements, the Office of Training proceeded to develop training programs and put them into effect as rapidly as its limited personnel and facilities would permit. Because the previously established covert division was operating smoothly, and because the precise jurisdiction of the Director of Training over covert training activities was a matter of gradual development, the Director of Training gave priority to training programs dealing exclusively with the non-covert Offices of the Agency or representing common requirements of the covert and non-covert Offices of the Agency. Not all of the problems relating to covert training activities have been solved; these problems require

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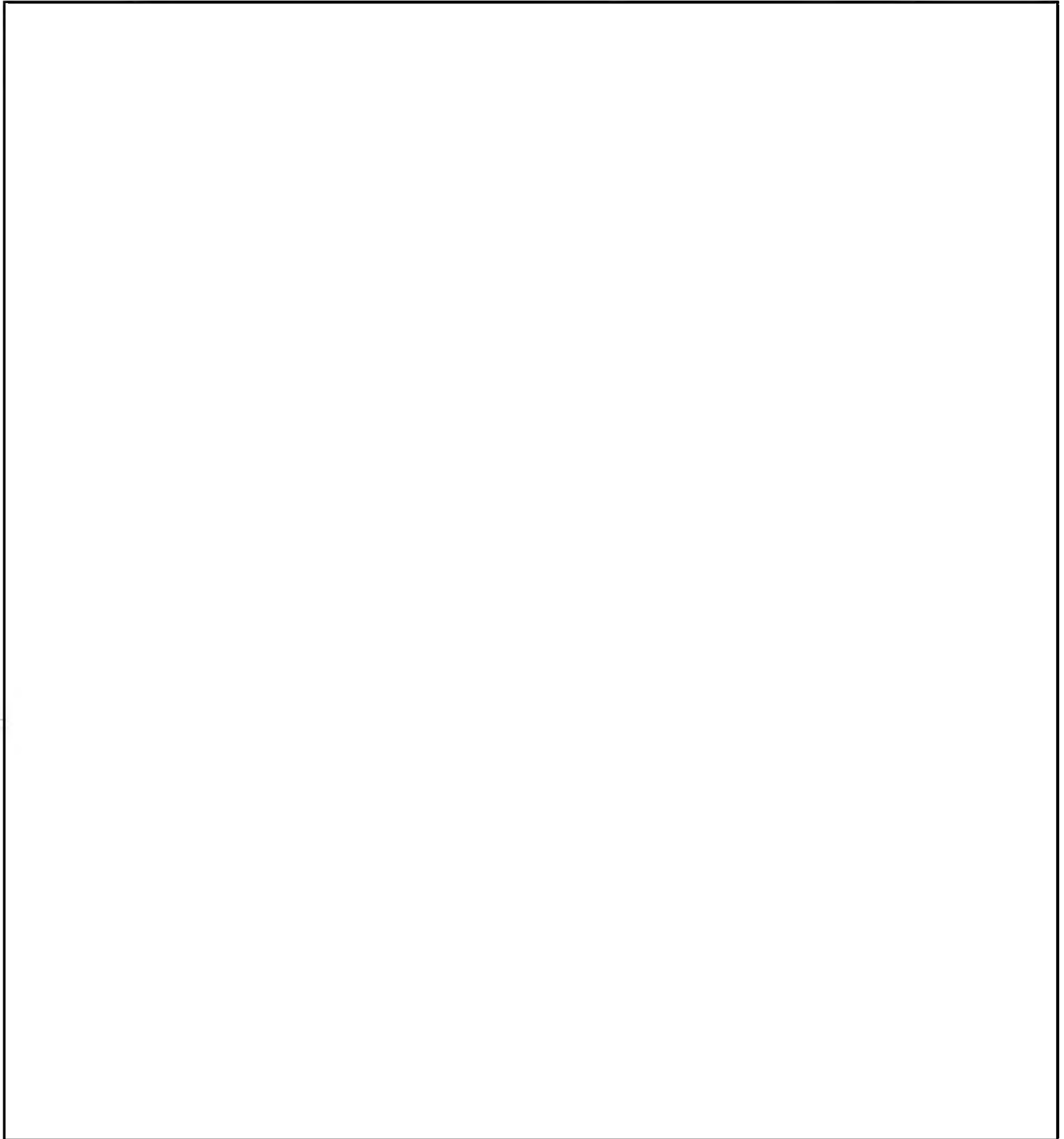
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resolution and joint action on the part of the Office of
Training and the covert Offices.

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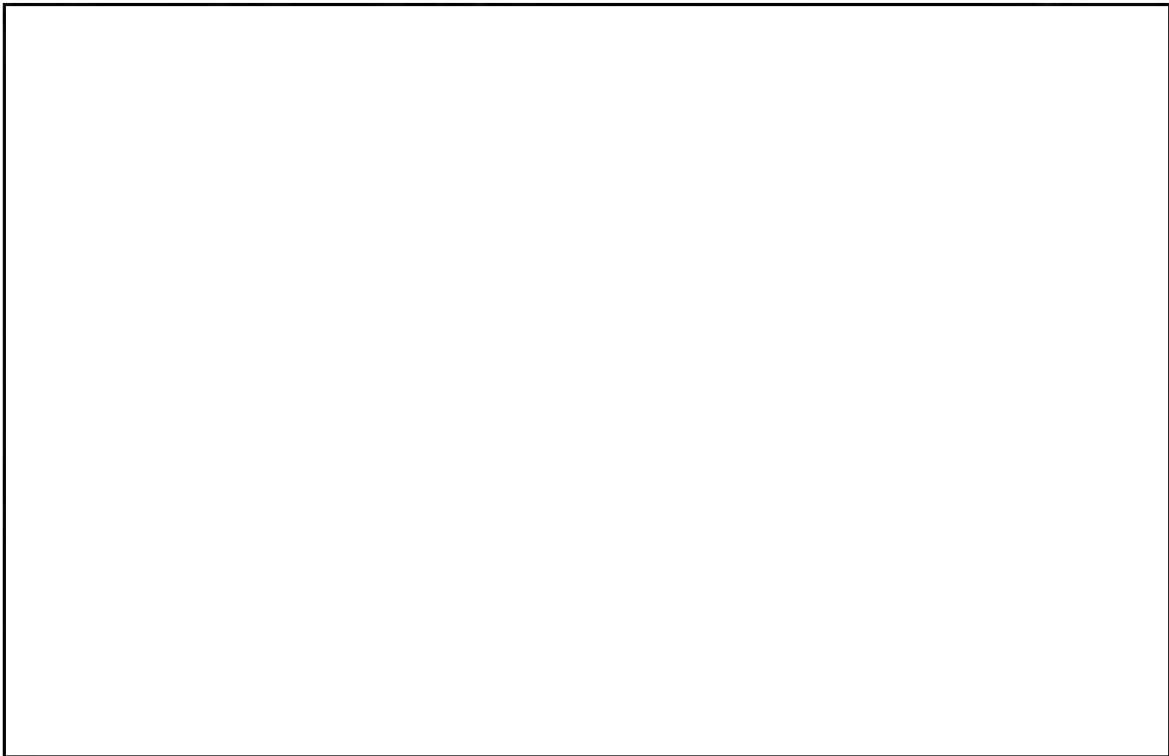


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3. The Career Service Program

- a. In compliance with the basic directive from the Director of Central Intelligence to the Director of Training, a proposed Career Service Program was prepared and completed during the first six months following the establishment of the Office of Training.
- b. The Office of Training forwarded copies of this proposed program to each of the Assistant Directors and to selected staff chiefs within the Agency for review and comment. The

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reaction to the proposal was varied, ranging from disagreement in some quarters to support of the basic principles in others, but the proposal stimulated interest and thought throughout the Agency. In October of 1951, with the proposed program as a point of departure, a Career Service Committee was appointed by the Director of Central Intelligence to address itself to the problem of a Career Service Program for the Agency and to recommend a program and the action required to put it into effect.

4. Professional Training Programs

a. Covert Training

Approximately twenty different fields of instruction are presented in support of O/SO and O/PC requirements. This instruction is conducted on a continuing basis with no more than a one-week interval between classes. Individual courses vary in length from one week to twenty-two weeks.

The number of students varies from a few in certain specialized

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and advanced subjects to as many as seventy-five to one hundred in lower level basic training. The twenty different fields of instruction represent the total coverage offered; the training pattern for any individual varies to fit his specific assignment. These courses are presented not only to staff personnel, but also in modified form, and in many instances tailor-made form, to highly covert agent personnel and to foreign nationals being trained in the United States in small groups.

b. Basic Intelligence Training (July 1951)

- (1) In July of 1951 the Basic Intelligence Course was inaugurated as a part of the program of the CIA Intelligence School. The Basic Intelligence Course is designed to provide basic training for new professional personnel entering the Agency in order to qualify them as apprentice intelligence officers.

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- (2) The Basic Intelligence Course is fourteen weeks long, is presented quarterly, and consists of a series of lectures and seminars on International Relations, the Principles of National Planning and Policy Planning, the Principles of Strategic Intelligence, the Intelligence Structure of the Government, International Communism, and Foreign Intelligence Systems. Selected readings in the fields of intelligence and international relations are required and an area study report is prepared by each trainee. The program is flexible to provide opportunity for basic language training concurrently with intelligence training. A reading improvement course is offered which will be described in detail below.

- (3) The personnel attending the course are recruited by the Office of Training against a Table of Organization established for the purpose of selecting and recruiting

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high potential career service personnel. Recruitment of such personnel is carried out at selected colleges and universities, and Fulbright applications are processed for possible recruits. Professional trainees must normally be in the top ten percent of their college class. They must further stand out in tests and interviews designed by O/TR to screen out all but the most outstanding personnel. The ratio of TO vacancies to on duty strength within the operational Offices has been such in the past that it was not deemed feasible to process all new incoming professional level personnel through the Basic Intelligence Course.

- (4) In order to cover the scope of the course it became necessary to draw heavily upon the operating Offices within the Agency and the Departments of State and Defense for personnel to present lectures and to

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lead seminar discussions. It is believed that the contacts thus established between personnel of the operating Offices and the trainees, plus the fact that trainees who have completed the Basic Intelligence Course have performed well on the job, has given support from the operating Offices to the policy that all incoming professional level personnel should be required to complete the course prior to entering on duty in the jobs for which they have been recruited. The Career Service Committee's working group on trainees in its final report recommended such a policy as desirable and necessary.

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- (5) The Director of Training has directed that a Staff Study be prepared which will, if approved, result in the establishment of the above training policy

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and the facilities and authority for putting the policy into effect.

- (6) As of 1 June 1952, 65 professional trainees had been entered in the Basic Intelligence Course.

c. Language Training

- (1) A Language Training Center within the Agency has recently been established to provide speaking competence, reading competence, or both, in Russian, French, Italian, German and Spanish; and advanced language training in the same and six other languages.

The Language Training Center is designed primarily for Agency personnel who should not be sent outside the Agency for security reasons or who require refresher or advanced language training or maintenance drill. As of 1 June 1952, 84 personnel had been entered in the Center for language training.

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(2) [redacted] the Foreign Service

Institute of the Department of State also provide language training for Agency personnel. Training to provide reading competence, speaking competence, or both, in eighteen languages is available to Agency personnel at these two schools. As of 1 June 1952,

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[redacted] personnel had taken language training at

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5. Area Programs (Including Language)

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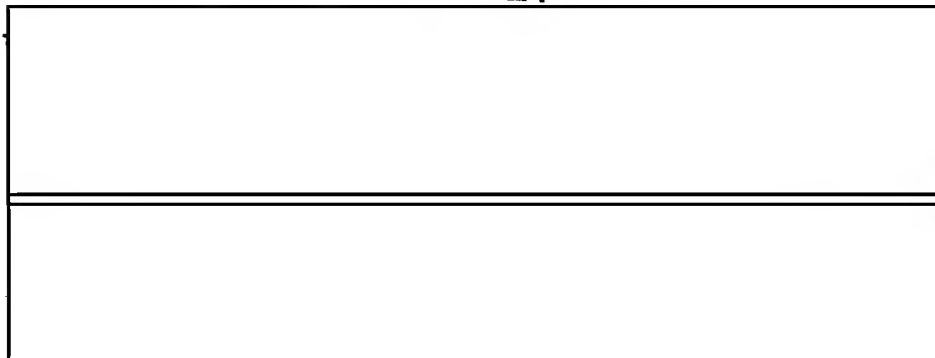
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ginning September 1952. This program consists of 18 months of intensive training conducted in Russian. Lectures, discussions and seminars are conducted on the military, economic and political structure of the Soviet Union and its European satellites. In addition, advanced courses are given in the Russian language and field trips are taken to local points of interest. Students are required to prepare special projects. The objective of this program is to produce personnel who fully understand the Soviet Union, its peoples and its language, and who then, placed in a position of responsibility, will have sufficient background to make sound decisions and estimates concerning the capabilities, limitations, and potential of the Soviet

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Union and its satellites. The three Agency personnel selected for this program have been tested for their aural comprehension of Russian and training courses have been set up in the O/TR Language Laboratory to assist them to increase their proficiency.

c. Intra-Agency Summer Area Program

The Office of Training has made arrangements with a number of university professors to present a series of two-hour seminars daily for an eight-week period during the summer of 1952. The programs will cover ³four areas; namely, South East Asia, the Soviet Union, ^{of}Eastern Europe, ~~and the Far East~~. Each professor is competent in one or more of the fields of economics, political science, anthropology, geography, history, and sociology, in one of the ²four areas. Each of the professors will be brought into the Agency as a cleared consultant and an area specialist.

All of the professors will be available to the division

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chiefs as consultants on any problems which may appropriately be referred to them. The purpose of these programs is to improve and bring up to date knowledge already acquired by Agency personnel on these areas, to introduce Agency personnel to areas with which they are not already familiar, and to strengthen contacts between the Agency and scholars engaged in research on problems of interest to the Agency. Approximately 135 Agency personnel from seven Offices will attend this program.

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e. Foreign Service Institute Language and Area Program

The Office of Training has carried on discussions with the Foreign Service Institute over a period of several months in an attempt to find a solution to the Agency requirements for area and language programs. On 31 March 1952 a task force appointed by the Foreign Service Institute produced a report setting forth a flexible and comprehensive language

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- 25 -

SECRET

Approved For Release 2002/05/06 : CIA-RDP78-06365A000300050001-4

SECURITY INFORMATION

and area program on the Near East. This program has been presented by the Office of Training to the various Near East division chiefs throughout the Agency. There is wide interest in this program and each Office concerned is now in the process of planning its requirements for language and area competence for its present personnel and for personnel it will need two years hence and on a continuing basis. A significant result of O/TR's presentation of this program to the division chiefs is that the latter are now thinking in terms of long-range training requirements. If sufficient interest is shown in this program and a means of Agency support to the Foreign Service Institute can be accomplished, similar programs will be planned by the Foreign Service Institute for South Asia, Far East, Eurasia, and Western Europe

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6. Service Schools

a. On 1 March 1952 the Office of Training, in carrying out the policy of the Director of Central Intelligence, established procedures for the attendance of CIA personnel as students at Department of Defense colleges and schools. *(Covered by CIA Reg. 2.5)* O/TR was successful in obtaining from the Department of Defense a quota of fifteen positions in the various colleges or schools; namely, National War College, Industrial College of the Armed Forces, Armed Forces Staff College, the War Colleges of the Army, Navy and Air Force, Associate Intelligence Course, Air Command and Staff School, Naval Intelligence School, Strategic Intelligence School, and Counter Intelligence Corps School. CIA attendance at these schools is based upon applications from candidates meeting prescribed eligibility standards. Office heads are required to endorse the applications

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and the Director of Training is responsible for

setting up selection boards to determine which

candidates will ^{fix} the Agency quotas. It is the

Director's policy that indispensability may be urged

only in extreme cases and in such event the final

decision will be made by him.

- b. The Office of Training is also responsible for entering selected personnel into one of the four services for basic training, officer candidate training, commissioning, and after completion of the officers' candidate school course, such other military training as the Agency may request and the service concerned is able to provide.

Upon completion of training with a given service, the individual returns to the Agency in an active duty military capacity as one of the regular service quota to the Agency until he has fully discharged his active service obligation. He then reverts to civilian Agency employee

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status normally without a reserve commission. The objectives

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of the basic military training program are to instill basic

service disciplines in selected Agency career personnel

and to provide for them active duty military training

appropriate to their experience and prospective intelli-

gence careers. The Office of Training has been

successful in obtaining authorization from the services

to provide for up to two hundred Agency personnel per

calendar year. Because a trainee encumbers a slot

for two to three years, in actual practice basic military

training for an average of only fifty to seventy Agency

personnel per year is feasible. As of 1 June 1952

19 Agency personnel had been entered into the program.

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8. International Labor Relations Seminar

The Office of Training has completed arrangements for the

presentation of a seminar on International Labor Relations

in which a number of U.S. university professors, govern-

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ment officials, and representatives of international labor organizations will participate. This program is being established in order to meet specific requirements of the Office of Policy Coordination.

9. Administrative Training

In December of 1951 the Office of Training conducted a survey of requirements throughout the Agency for a program of Administrative Training to be established not only for professional level administrative personnel, but also for support-clerical personnel. The results of this survey indicated a consensus among the operating Offices of the Agency that such a program was not deemed necessary. The consensus among the staff chiefs at the Agency-wide administrative level, namely, those in the Office of the DD/A, was that such a program was highly desirable and necessary. In view of the divergence of opinion reflected in the survey, O/TR concluded that an effective starting point in resolving the problem would be a series of conferences led by senior

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Agency level administrative officers; i.e., the Comptroller, the Director of Personnel, the Chief, Administrative Services, and the Chief of Procurement. These conferences would include the senior administrative officer for each of the Offices of the Agency, with his budget officer, personnel officer, and supply officer. The objective of these conferences would be to explore those administrative problems arising at the Office level which have the most serious effect upon the administration of the Agency at the Agency level. Such a series of conferences would result in an identification of those problems which required resolution by simple procedural adjustments and those in which more complicated solutions were required, perhaps involving training. In any event, such a series of conferences is deemed essential before any other remedial action, such as training, could be effective. These conferences would tend to highlight the most pressing

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administrative difficulties the Agency faces as between

Agency level and Office level administrative relationsh

Thus, priority could be given wherever the only solution to

the problems disclosed at the conferences involved train-

ing and with the assistance of the Agency level admin-

istrative echelons the Office of Training could then design

programs which would be meaningful on a "first things first"

basis. Preliminary and informal agreement has been reached

between the Office of Training and the Office of Organization

and Management, General Services Division, on this means of

approaching the administrative training problem.

10. General Training

a. Indoctrination

With the establishment of the Office of Training,

orientation and indoctrination became an obvious

initial target against which to apply a training

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- 32 -

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SECURITY INFORMATION

effort. Previously, indoctrination and orientation of new personnel were limited to the environment of the Office in which the individual was recruited to work. As a consequence, orientation and indoctrination were not uniform throughout the Agency, were haphazard since no established facilities were provided for this purpose, and were unsatisfactory in that they failed to give new personnel a full appreciation of the missions, functions and organization of the Agency. The Director of Training, therefore, established an indoctrination course, consisting of approximately three hours of presentations on the mission and functions of the Agency, its organization and relationships to other governmental agencies. This indoctrination course is part of the entrance on duty procedure

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for new personnel and is presented in conjunction

with Agency security briefing. As of 1 June

1952, personnel had attended this Agency

Indoctrination Course.

b. The Orientation Program

The Office of Training was established within the Agency incident to a change in the directorship of the Central Intelligence Agency. In taking over leadership of the Agency, the present Director of Central Intelligence put into effect a reorganization plan which affected almost every single component of the Agency in terms of responsibilities and intelligence policies. As a consequence, an orientation program on an Agency-wide basis became as desirable for personnel who had previously been on duty with the Agency as it was necessary for

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- 34 -

new personnel entering on duty. The Director of Central Intelligence established an Agency orientation program which has been presented quarterly and which, at the earliest feasible time, all Agency employees Grade GS-5 and above are required to attend. The objective of this program is to broaden the scope and comprehensiveness of information relating to the intelligence process. This program, conducted by the Office of Training, involves the participation of the Director of Central Intelligence, his Deputies, selected Assistant Directors, various Agency experts and one or more prominent governmental officials at or near the cabinet level. As of 1 June 1952, Agency personnel had attended the orientation program. 25X9

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c. Reading Improvement

Concurrently with the establishment of the Office of

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Training, the Director of Central Intelligence set up a reading improvement laboratory to increase the reading speed and reading comprehension of Agency personnel whose duties require the processing and assimilation of a large volume of intelligence material per day. The reading improvement course consists of thirty hours of laboratory work and instruction over a six week period. The course includes accelerated reading practice, digit retention exercises, and reading training films. The course is designed to increase reading speed and reading comprehension by widening the span of visual recognition, by decreasing the number and shortening the duration of visual fixations, and by preventing regression and vocalization. As of 1 June 1952, 474 Agency personnel had successfully completed the reading improvement course.

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SECURITY INFORMATION

d. Provisionally Cleared Personnel

In early 1951 the Director of Training met the problem of providing meaningful training programs for personnel EOD'd on a provisionally cleared basis. This problem arose out of the fact that a considerable number of personnel recruited by the Agency would be lost to the Agency unless they could be put on its payroll prior to the completion of security clearance action.

(1) Unclassified Training Group A (UTG/A)

The first program to be established was Unclassified Training Group A for professional personnel recruited for duty with the non-covert Offices of the Agency. This program is of six weeks duration, and consists of unclassified training courses in Intelligence, International Relations, General Administration

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and Reading Improvement. Personnel who enter
UTG/A and complete its training program and who
still remain on provisionally cleared status
are assigned a full-time work project which is
prescribed by the Office of Training in
consultation with their sponsoring Office.

In some instances, the Offices have requested

language training to be included in the

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instruction provided in the UTG/A program. As

of 1 June, 235 personnel had completed the

UTG/A training course and 185 personnel had

been given eight weeks of basic training in Russian.

(2) Interim Training Branch (ITB)

The Interim Training Branch was established for
professional personnel recruited for duty with

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SECURITY INFORMATION

the covert Offices of the Agency. This program is highly specialized and tailor made for the individual even though it is conducted on an unclassified basis. It consists of specialized research projects, required reading, and area familiarization.

(3) Training in the Personnel Pool

In January of 1952 the Director of Training took over the responsibility for training in the Personnel Pool for support-clerical personnel EOD'd on a provisionally cleared basis. An unclassified training program in shorthand, typing, office practice, English usage and geography was established. The Personnel Pool now includes fully-cleared as well as provisionally-cleared support-clerical personnel.

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All new clerical personnel are required to take a two week clerical training program before being placed in the Agency; justifiable exceptions are granted.

11. Clerical Training

In the spring of 1951 the Director of Training established a clerical refresher training program for on duty support clerical personnel who require improvement in typing, shorthand, accounting, filing, English usage, stenotyping or Agency office practices. As of June, 393 clerical personnel had been processed through one or more of such refresher training courses.

12. Development of Training Aids

In early 1952 the Director of Training obtained approval from the Projects Review Committee for the establishment of a project to develop a compact audio-visual training aids unit which would be portable and susceptible of air drop in

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SECURITY INFORMATION

order to employ motion picture films and audio tapes in the presentation of language, trade craft, and technical intelligence training subjects for a wide variety of training problems, primarily supporting training requirements of the covert offices. While this project is in the initial stages of development, both in terms of its technical capabilities and limitations and in its application to specific intelligence problems, its effect upon training is so significant that it merits consideration as an accomplishment of the Office of Training. Funds authorized by the Projects Review Committee have already been authorized and partially obligated.

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13. Briefing of Outgoing Service Attaches

The responsibility for the administration of an Agency briefing program for outgoing service attaches has been placed in the Office of Training. At present, planning and coordination with the Armed Services is under way in order to put this program into effect as soon as feasible.

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Approved For Release 2002/05/06 : CIA-RDP78-06365A000300050001-4

SECURITY INFORMATION

V. ESTIMATE OF RESULTS

1. Career Service Program

The result of the Office of Training's report on a Career Service Program for the Agency was that personnel representing virtually every Office within the Agency formed Working Groups to discuss and analyze the multitude of problems involved in establishing intelligence as a Career Service. This effort had the net effect of combining the operating Offices with the Office of Training to evolve a plan for putting such a system into operation. The plan, therefore, reflects the consensus of groups within the Agency who have given careful consideration not only to the current operating needs of the Agency but also to the long range effects upon the individual who has selected intelligence as a career. As a consequence of the above action, it is anticipated that all professional personnel will be put through a Basic Intelligence Course prior to placement within the Agency and a system of personnel evaluation will be put into effect as rapidly

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as supervisors can be trained in the use of the evaluation form recommended by the Working Group which presented it. The other elements of the Career Service Program will be put into effect as rapidly as the Career Service Committee and the DCI are prepared to authorize such action.

2. Basic Intelligence Training

The Basic Intelligence Course has had the result of providing to the Offices highly qualified professional personnel who have a foundation in the principles of strategic intelligence and an adequate appreciation of the intelligence structure of the government, including the organization and objectives of the Agency. The Offices report that such personnel are better equipped to become productive on the job as a consequence of this training and it is believed that this fact has given support to the Working Group on Trainees for the Career Service Committee in its recommendation that all newly recruited professional level

personnel be required to complete such a course prior to placement.

A further result of this program has been the active effort to integrate, as feasible, the course content of the Basic Operations Course presented to professional personnel selected for covert assignments with the Basic Intelligence Course now given to the professional trainees.

*Personnel
has been
actually
been done*

3. Language Training

Twenty-five per cent of all personnel selected for language training have achieved results through such training rated at superior and excellent. It is believed that these results are due to careful selection of personnel for language training as well as to a high degree of competence in the field of language instruction available to the Agency.

4. Area Programs

In each case the Agency has oversubscribed the quotas available to it for participation in established area programs. This is

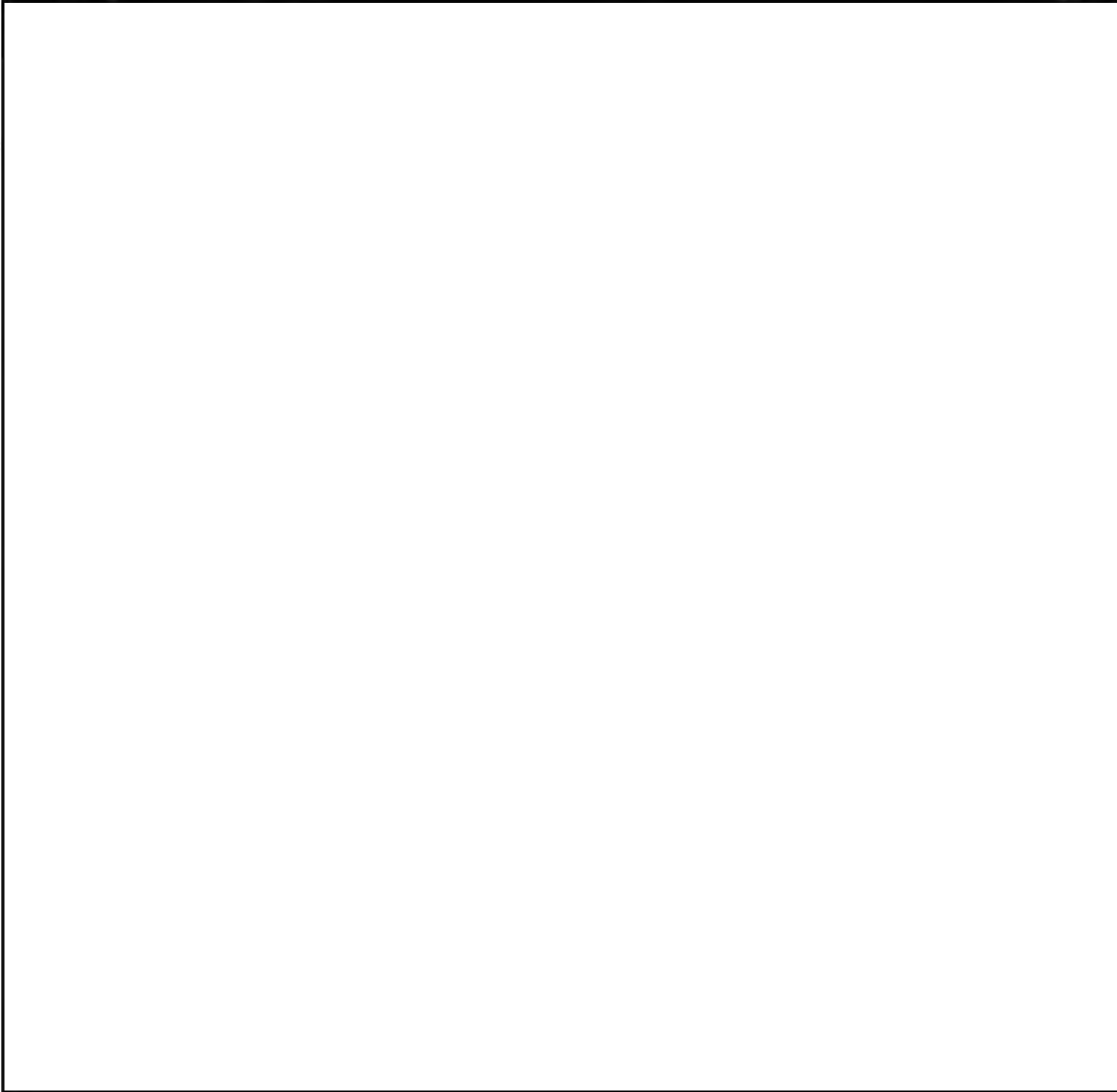
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5. Indoctrination and Orientation

The indoctrination and orientation programs have resulted in presenting to incoming personnel, and to a limited extent to

- 45 -

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those who have been on duty, with a uniform understanding of policies of the Agency, its objectives, and principles governing its operations. While it is difficult to measure the precise effect of these programs, it is believed generally that these programs are effective in the development of esprit de corps within the Agency and are essential in sustaining motivation within the individual to pursue intelligence as a career.

6. Reading Improvement Course

For some 248 students who took the reading improvement course, it was found that on average the rate of reading after thirty hours of instruction increased from 362 words per minute to 607 words per minute. The reading comprehension on average increased from 79.9 to 80.2 per cent.

7. In general, results of the training effort within the Agency have been an intensification in training on the principles of intelli-

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SECURITY INFORMATION

gence, the "trade craft" in intelligence, the beginnings of a series of programs designed to increase the area competence of Agency personnel, the establishment of language training programs for both reading and oral competence in languages, a continuing build-up of Agency personnel who are graduates of Department of Defense colleges and schools from the National War College down through OCS, and the setting up of a limited administrative program, including clerical and professional level administrative training within the Agency. While it is too early to appreciate the results of work carried on thus far in all cases, the over-all result has been greater willingness on the part of the operating Offices to raise the qualitative level of Agency personnel through training in all of these fields.

SECRET

- 47 -

Approved For Release 2002/05/06 : CIA-RDP78-06365A000300050001-4

APPENDIX I

Chart of O/TR

O/TR Personnel

APPENDIX II

Testing and Evaluation Report (To be included later)